CANADIAN
LORIC
CONSULTANTS LTD.
491 Eglinton Ave., West
Suite 403
Toronto, Ontario M5N 1A8

Telephone: (416) 483-0713

RECOMMENDATIONS FROM AN

EVALUATION OF KATIMAVIK EFFICIENCY

Prepared for the Secretary of State

RECOMMENDATIONS

1. Katimavik has learned to manage its operations efficiently. Its problem of attrition stands out as one area for improvement. The attrition level might be reduced by more advanced planning, better advertising, more and better potential participant replacements, and a greater effort to attract older, more mature individuals as project co-ordinators and group leaders. More advanced planning could increase the number of communities and make better use of management dollars.

2. Assuming continued existence for up to five years, Katimavik should define what it really wants and needs in the way of data for program assessment, review, audit, and planning; and set up the structure to collect, process and analyze those data. These definitions should be subject to acceptance by the various authorities to which Katimavik reports. Without such acceptance it will be difficult to further reduce resources allocated to administration and obtain greater efficiencies. In short, since Katimavik's authorities do not adequately define its reporting requirements, Katimavik should be given the authority to begin to

define these requirements and then be allowed to get on with the job. It should be subjected to the kinds of reporting and checks which other Crown corporations face. The only other alternative to this rationalizing of the reporting requirements which can be made by the consultant is to remove the corporate status and treat Katimavik as a government program. It would then be staffed by public servants and be subject to a more normal (for public service) reporting structure.

Such a change is not advocated. Katimavik claims it has developed an image as an independant body able to do things and operate differently from standard government programs. The consultant's view is that this claim does have some merit.

3. Advanced planning and improved definition of Katimavik's information needs should result in a reduced requirement for resources devoted to accounting and record-keeping. These resources should be redirected to program management and to the objective of operating a Year 3 level of program with the Year 4 level of material and regional office staff.

4. The location of the corporate and regional offices could be re-examined. It might be possible to relocate them in such a way as to permit more efficient operation. The sharing of facilities and resources with a like-minded organization should also be examined. For example what savings might be incurred through Canada World Youth and Katimavik sharing office facilities, computers, accounting personnel, teletype equipment, etc., at their national and regional offices?

In comparison with Katimavik, Canada World Youth appears to be performing many of the same activities at its national and regional offices. It employs a similar mix of staff. The physical proximity of their national offices and of several regional office raises the question of why facilities have not been shared. There is no easy answer to the question other than the desire of both organizations to remain separate (and be perceived as separate) during the developmental years of Katimavik. Now that Katimavik is considered sufficiently mature to be put on a longer-term basis, consideration should be given to having the programs share physical quarters, common services, and certain capital goods. The Canada World Youth head office

building appears to contain enough vacant space to house Katimavik. A computer can be used by both organizations. Accounting procedures are already similar and identical procedures can be developed so that accounting staff and software can be shared. Where possible, similar sharing can take place in regional offices. As well, through the use of terminals, these can be linked up with head office. If the idea of linking terminals to a main frame would be too costly, current technology can be employed to transfer data from regional files to head office and all data manipulations be performed at head office. In the event that Opcan or Canada World Youth or both would cease to receive funding sometime during the next five years, the computer can be used by the funding department or sold. The computer purchased should also have word processing capability.

5. The next logical step beyond shared facilities, accounting, and data processing staff involves the sharing of internal research and evaluation staff at the national office. This is both possible and potentially beneficial. The program staff and management staff can learn from each other and the agents transmitting knowledge to both staffs can be common research staff.

6. Consideration should be given to funding and operating the two programs under one umbrella organization and eventually merging the two programs. The Canadian project component of Canada World Youth may be handled as part of Katimavik. The presence and example of the older, more mature participants of Canada World Youth could serve to inspire the Katimavik participants. Canada World Youth's ability to operate with half of the attrition of Katimavik may help the latter to reduce its attrition. If both programs are to be continued over the next five years this possibility should be examined along with the re-examination and definition of the role and needs of each program. If, at this time, full integration of the programs is not considered desirable or possible, consideration should still be given to partial integration of facilities and staff as suggested in recommendations 4 and 5. Canada World Youth, Katimavik and Secretary of State should discuss these options with a view to clearly defining the costs and benefits associated with partial through to full integration.